

Thesis/
Reports
Jemme-
tt, C.G.

RETENTION COPY

WESTFORNET
MONTHLY ALERT
Edition JUL 1982
Item No. 247
File SD 387 M6 AGT

COMMITMENT,
LOYALTY,
VALUES



U.S. DEPARTMENT OF AGRICULTURE
FOREST SERVICE
INTERMOUNTAIN REGION

FOREWORD

This paper, by District Ranger Coy Jemmett, Fishlake National Forest, contains some basic information on working effectively with employees. It is another product of our ME-80 project designed to improve our management effectiveness. Coy's theme in this paper is that successful managers understand human motivations and take these into consideration in the work planning process.

Diverse publics and challenges demand that we equip ourselves with diverse skills. This presents a challenge to the manager not to brand members of his organization as disloyal, or as having wrong values, when their ideas differ from his or hers.

I read Coy's paper, with the list of references, as saying to R-4 managers: "There is a lot of good information available and I suggest you study it before deciding that the commitment, loyalty and values problem belongs to someone else."



JEFF M. SIRMON
Regional Forester

COMMITMENT, LOYALTY, AND VALUES

By

Coy G. Jemmett, District Ranger
Loa Ranger District
Fishlake National Forest

Managers and supervisors at all levels of the Forest Service recognize the importance of each employee's individual commitment, loyalty, and personal values. The different values and related behavior of each employee directly affect the organization. In addition, each person contributes a variety of skills, abilities, ambitions, creativity and enthusiasm. Within this diverse workforce lie the strength of the organization and its ability to effectively manage National Forests.

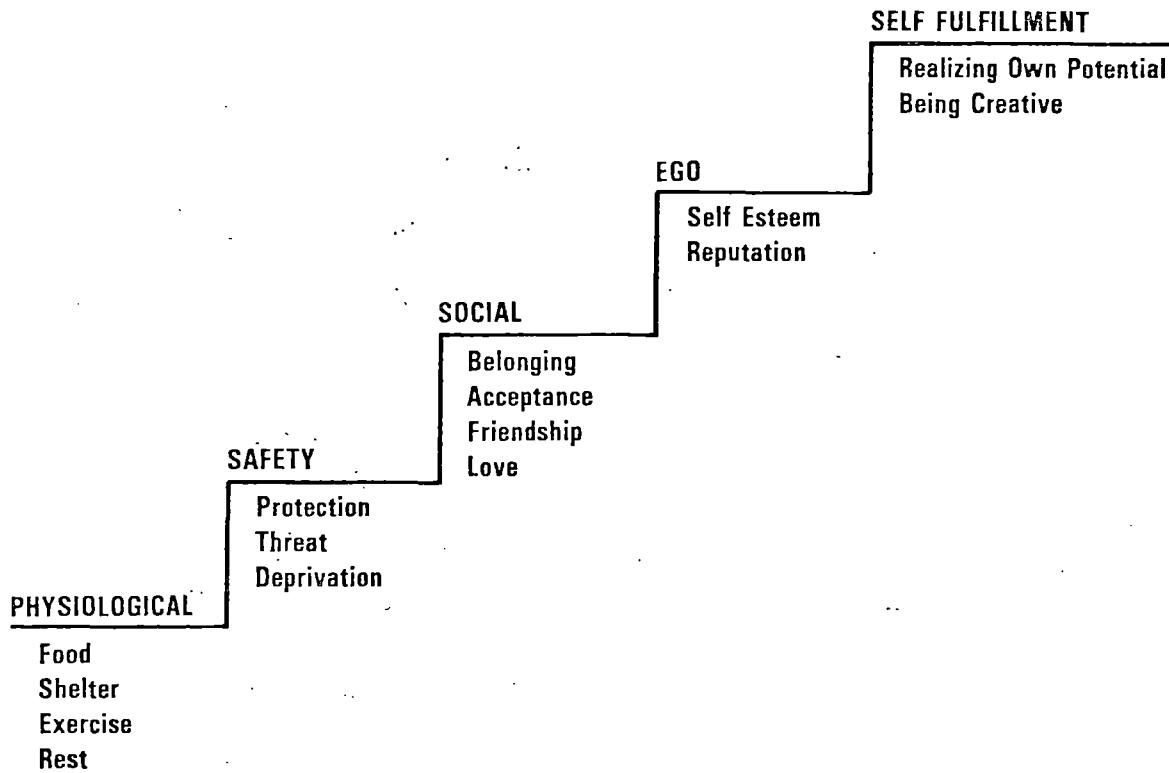
As laws, regulations and demands relating to National Forests have changed, the workforce has grown. This growth has resulted in increased challenges and opportunities for managers and supervisors to motivate employees for self improvement. The effectiveness of the organization in meeting goals and objectives is directly related to the skill with which employees are managed.

It is important to ask questions about the basic principles and concepts of why and how individual employees work. What motivates them? How can their needs be met? What can each employee contribute to the organization? Answers to these questions can provide valuable insights into human behavior that will help managers and supervisors in everyday situations.

WHY PEOPLE WORK

Employees are motivated by their values and needs. Behavior is symptomatic of the satisfaction, or deprivation, of these. An individual's values (acts, customs, ideals, ethics, institutions) originate in his/her environment, i.e., family, friends, religion, schooling, music and media. These values are usually held with strong emotion and feelings.

Needs can be grouped into a series of levels representing a hierarchy of importance. These include:



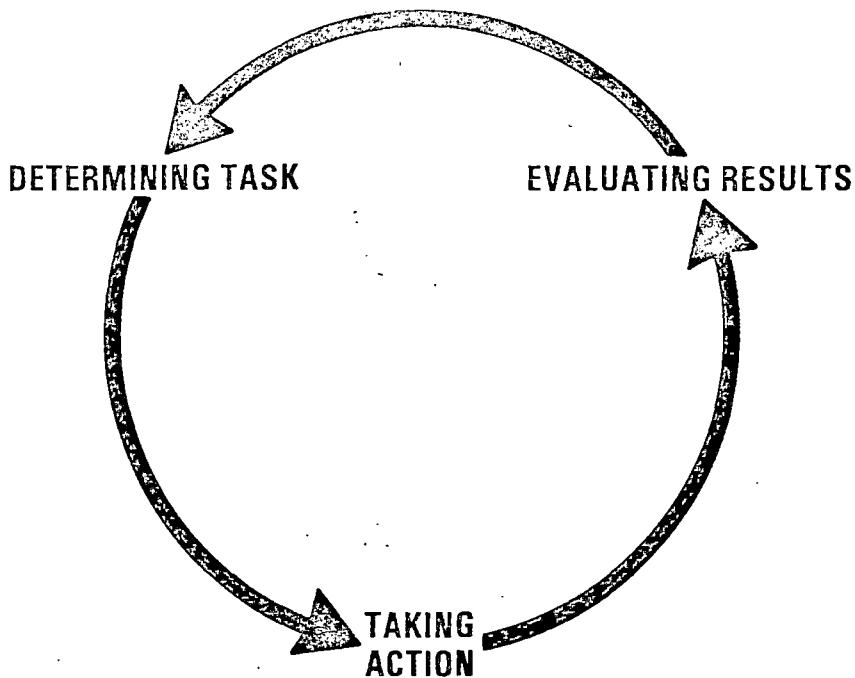
As a need is satisfied, a higher level need becomes important. Energies are then directed toward satisfying that need. Once satisfaction is attained, the need is no longer a motivator of behavior.

Most employees desire to contribute to their individual or organizational goals. Those deprived behave by being noncommittal, disloyal, irresponsible, resistant and demanding. Managers and supervisors can assist employees by understanding their values and helping directly and indirectly to meet their individual needs. This can be accomplished through understanding and application of the principles of why people work.

WORK PROCESS

The work process consists of (1) deciding what has to be done, (2) doing it, and (3) examining what was done. This can be illustrated as follows:

WORK PROCESS



DETERMINING TASK - Deciding what has to be done and understanding the desired result.

Planning

Planning is most effective when employees concerned are involved in the diagnosis of problems and challenges and in identifying the more promising approaches. Involvement is important to acceptance of the task. This step takes time and is often overlooked in crises management. However, it makes the best possible use of employees. The amount of involvement has an effect upon the implementation of decisions. Most employees desire to contribute to the planning that is done at higher levels in the organization.

Agreement

Agreement is supervisor and employee reaching a clear, mutual understanding of the desired results. In this component of the process, responsibilities are defined and accountability is established. Employee acceptance of and commitment to the task is essential.

TAKING ACTION - Doing what has been decided upon.

Execution

Generally, tasks are accomplished by employees other than the managers and supervisors. When employees are not given the opportunity to perform, there is little chance for learning how to plan, make decisions, and feel accountable. Most employees are capable of planning and doing their work and want to be effective. Freedom to choose methods of accomplishing tasks promotes personal growth.

Assistance

Managers' and supervisors' prime responsibility becomes that of providing assistance to the employees. Assistance includes motivating, training (when sought), sustaining employee actions and decisions, counseling, providing encouragement, removing obstacles beyond the control of the employee, and vision. When vision and opportunity are provided, employees set high goals and strictly evaluate their own performance.

DETERMINING RESULTS - Examining what has been accomplished.

Accountability

Accountability must be based upon the original agreement. Employees want to be evaluated and rewarded on the outcome of their achievements, and not on some subjective evaluation criteria. It is necessary for managers and supervisors to give employees feedback on their performance. This requires skill, courage, understanding, and most of all, respect for individual employees. When employees are held accountable for their performance, through involvement in deciding on the tasks to be accomplished, and some latitude in the methods for accomplishment, then they become self-motivating, self-evaluating, and self-correcting.

Consequence

Consequence is the rewarding for performance. Rewards can be in many forms (i.e., cash, promotion, achievement, and expressed appreciation by management and supervisors). The greatest rewards come in personal development of the individual employee. As individual performance is improved, better work results are obtained. Corrective actions, such as training, reassignment, demotion, or removal for unacceptable performance, are more easily dealt with when the principles of the work process are followed. It is often necessary to return to the original agreement, concentrate on what was accomplished, and take steps to develop the individual employee. In this process the prime responsibility for growth rests upon the individual, with management assisting.

Managers and supervisors may find they have some deficiencies in skills, knowledge, techniques, and abilities to transform these principles into operational reality. A self assessment and evaluation of personal characteristics (abilities, weaknesses, interests, goals) and experience (training, knowledge, management or supervisory style) are necessary. Once this is done, a training or development program can be designed and implemented to assist the manager or supervisor in operating more efficiently and effectively. Numerous training and development opportunities are available to assist in meeting individual deficiencies. Competence comes through natural ability and persistent and patient application of the knowledge and skills acquired.

Conclusions

Work of the Forest Service is accomplished by its employees. Each employee's behavior (commitment/loyalty/values) influences the effectiveness of the organization. But the Forest Service cannot regulate behavior.

Because the potential strength of the organization lies within the diversity of its employees, management's challenge is to create circumstances in the work environment whereby the human potential can be released. When managers and supervisors understand and adhere to the principles and concepts of the work process, there is growth in the individual employees and effective attainment of organizational goals and objectives. Managers and supervisors must have courage to risk some mistakes. They must have patience, self-control, faith in others, and respect for individual differences. No single approach will apply in all situations. As the Forest Service meets the demand for high level outputs, with limited budget and manpower resources, the human resource must be used effectively.

REFERENCES

- 1979 MANAGER'S HANDBOOK, United States Office of Personnel Management,
U.S. Government Printing Office, pp. 252.
- Butts, C. & Lawrence J. 1980 ME 80 INTERMOUNTAIN REGION MANAGEMENT TRAINING
CATALOG - A Limited Guide to Management Training Courses and Self-development
Opportunities for Improving Managerial Effectiveness, USDA Forest Service,
Intermountain Region.
- Covey, S. R. 1977 HOW TO SUCCEED WITH PEOPLE, Deseret Book Company, pp. 141.
- Dow, D. 1979 RESULTS MANAGEMENT IN THE FOREST SERVICE, Dow and Associates,
Inc.
- Hawley, J. 1975 FOUR STRATEGIES FOR INVOLVEMENT IN DECISIONMAKING, J. A.
Hawley Associates, pp.. 3.
- Lawrence, P. & Lorsch, J. DEVELOPING ORGANIZATIONS: DIAGNOSIS AND ACTION
Addison-Wesley Series on Organization Development, pp. 85-92.
- Lehner, G.F.J. Ph. D. AIDS FOR GIVING AND RECEIVING FEEDBACK.
- Maslow, A. H. 1954 MOTIVIATION and PERSONALITY, Harper & Row, Publishers,
Inc. New York.
- McGregor, D. M. THE HUMAN SIDE OF ENTERPRISE, School of Industrial Management,
Massachusetts Institute of Technology.

SUGGESTED REFERENCES/TRAINING

There are many excellent articles, books and training programs on management, supervision, organization development and individual effectiveness. Recommended references and training sources for commitment/loyalty and values are:

Articles - Books:

Developing and Managing Open Organizations

Oscar G. Mink, James M. Shults and Barbara P. Mink
Publisher: Learning Concepts, Austin, Texas, 1979.

RPM: Both Win Management

Chester Karrass, William Glasser

Subtitle: A Radically New Approach to Improving Manager and Employee Performance

Lippincott & Crowell, 1980.

Managing in Turbulent Times

Peter F. Drucker

Harper Row, 1980.

Managers For Tomorrow

Charles Flory

New American Library, NY, NY, 1971.

Human Side of Enterprise

Douglas McGregor

McGraw & Hill, 1960.

Men and Women of The Corporation

Rosabeth Kanter

Basic Books, 1979

Leadership Effectiveness Training Letter

Thomas Gordon

How Managers Make Things Happen

George S. Odiorne

Prentice-Hall Inc., Englewood Cliffs, NJ, 1961

Conceptual Foundations of Organization Development

Newton Margulies and Anthony P. Raia

McGraw-Hill, Inc., 1978.

How To Deal With Resistance To Change

Paul R. Lawrence

Howard Business Review, January-February 1969.

Power, Dependence, and Effective Management

John P. Kotter

Howard Business Review, July-August, 1977.

Understanding Your Organization's Character
Roger Harrison
Harvard Business Review, May-June, 1972.

Zen and the Art of Management
Richard Tanner Pascale
Harvard Business Review, March-April, 1978.

Training Seminars:

"Positive Image Building and Human Effectiveness Seminar"
Participants gain a clear understanding of themselves, their attitudes, their abilities, their potential, their goals, and their surroundings. The concepts and techniques which enable people to develop themselves are provided.

Dick Kamm
Edge, Inc.
1050 E. Southeson, Suite G-1
Tempe, AZ 85282
602:968-7273

"Opportunities and Obstacles"

1. Understanding large organization systems
2. How to function effectively in an organization system.

Dr. Oz Rothermich
College of Medicine
Dept. of Family Community Medicine
University of Utah
50 N. Medical Drive
Salt Lake City, UT 84312
801:581-5310

Video-tape Programs:

"What You Are To What You Were When"

A video-tape presentation designed to help people understand and deal with their value judgements.

"What You Are Is Not Necessarily What You Will Be"

Elaboration on the significant emotional event and how it can change our behavioral patterns. Describes, analyzes and examines different age groups.

The video tapes are presented by Dr. Morris E. Massey. They are available for loan from the Regional Office-HRP Staff.

Additional information is contained in Region 4's Management Training Catalog. If you have recommendations, need assistance, or have ideas to share, please contact:

Coy Jemmett, District Ranger, Loa RD, Fishlake NF
Chuck Butts, Regional Employee Development and Training Office, R-4
Jim Lawrence, Management Effectiveness Project Manager, R-4